



**NEVADA STATE LIBRARY AND ARCHIVES
DEPARTMENT OF CULTURAL AFFAIRS**

**LSTA Five Year State Plan
2003 – 2007
For the
Institute of Museum & Library Services**



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VISION STATEMENT FOR NEVADA LIBRARIES

Create awareness of traditional, innovative, and technology-based services which respond to the diverse and changing needs of our communities. Attract and empower a resourceful and approachable staff to provide excellent service exceeding customer expectations. Design dynamic, interactive library environments that serve as the primary location for personal and community interaction.

INTRODUCTION

A single word to describe the State of Nevada might well be “contrast.” The State is home to snow-capped peaks and blazing hot deserts; the bright lights of the Las Vegas strip and the “Loneliest Road in America.”

The people of Nevada are also diverse. The Hispanic population in Nevada, which already exceeds the national average in percentage terms, is projected to grow from the 2000 Census level of 19.7% to nearly 23% by 2007. In human terms, this represents an increase of nearly 200,000 people. While Nevada’s Black population is somewhat below the national average when measured in percentages, it is by no means inconsequential. Approximately 135,000 African-Americans live in the Las Vegas/Clark County area alone.

Some of the fastest growing counties in the United States are located in Nevada. Two of the State’s seventeen counties (Clark and Nye) grew by 85.6% and 82.7% respectively during the decade between the 1990 and the 2000 U.S. Census. At the opposite extreme, two Nevada counties (Esmeralda and Mineral) lost over twenty percent of their population during the nineties.

The population in some portions of the State is growing rapidly as retirees from many parts of the country migrate to warmer climes. At the same time, younger workers and their families are leaving former mining communities to seek better employment opportunities elsewhere.

The age mix of the population in Nevada counties also varies significantly. The median age in Nevada’s counties ranges from just over 31 years of age (31.08) to over 45 years of age (45.13). By the year 2007, the percentage of residents over 65 years of age is expected to climb to nearly twenty percent (19.43%) in Mineral County while Elko County’s senior population is projected to drop below six percent (5.76%).

Estimated per capita incomes for 2002 range from a low of \$12,444 (Lincoln County) to \$ 33,247 (Douglas County). Similarly, median household incomes vary from just over \$ 25,000 (\$ 25,116) to over \$ 57,000 (\$ 57,015). This notable difference in the distribution of wealth results in

significant disparities in the funding provided for library services in various regions of the State.

Nevada's libraries are every bit as diverse as the State's population. Outstanding new state-of-the-art facilities such as the University of Nevada – Las Vegas' Lied Library and the recently opened Pahrump Community Library stand in stark contrast to many small, insufficient libraries and school library media centers the consultants observed throughout the State. Many other library facilities, while adequate in size, were not designed to accommodate the new technologies they are now attempting to offer. The status of library facilities in the State was documented by the consultants using digital photos taken during site visits to the libraries.

The great disparities among libraries are apparent in nearly every measure ranging from per capita expenditures on library resources to staffing levels. In spite of the Nevada State Library and Archives' efforts to assist small and poorly funded rural libraries through a variety of programs and initiatives, the gap between the haves and the have-nots remains.

This is not to say that larger urban libraries, which tend to be funded at considerably higher levels, lack challenges. Rapid population growth, the special linguistic needs of the Hispanic population, and the rapid expansion of the population into areas that lack library facilities are but a few of the concerns that face these libraries.

Special needs issues for the visually- or physically-impaired, learning disabled and the aged population are also at issue in the state. The United States Department of Education (1996) estimated the number of visually-impaired persons as 2.1% of the population, the number of people with learning disabilities at 2.6% of the population, and the number of people with physical disability at 7.8% of the population. Based on these percentages, currently over 266,500 Nevadans have special needs for equitable information access.

According to the NV State Demographer's population estimates for July 2001, Nevada's elderly population (65 and older) is 234,575 or 11% of Nevada's population. The proportion of persons unable to read newsprint is 5% at age

65 to 74, 16% at age 75 to 84 and 27% at age 85 and older. With an average of 16% of the individuals aged 65 and older unable to read newsprint, over 37,500 elderly individuals have special needs for equitable information access.

THE NEEDS ASSESSMENT PROCESS

The Nevada State Library and Archives (NSLA) conducted an extensive needs assessment as part of the planning process that resulted in this document. A Request for Proposal (RFP) was issued for a consultant to assist with the assessment and facilitation of the statewide master plan process. The LSTA State Plan would be a subset of the identified goals that would be compatible with the goals of LSTA. After an evaluation of the proposals that were submitted, Himmel & Wilson, Library Consultants was selected to help with the tasks outlined in the RFP.

The Himmel & Wilson consultants were already somewhat familiar with Nevada libraries in that they had recently completed the evaluation of NSLA's implementation of the Library Services and Technology Act (LSTA).

A great deal of new information was gathered as part of the needs assessment. The consultants worked with a "Statewide Master Plan Committee" that included representatives of library users, large and small public libraries, school and academic libraries, NSLA staff, and members of the State Council on Libraries and Literacy.

The Master Plan Committee held two full-day meetings to consider the information gathered by the consultants, to identify and refine issues facing Nevada's libraries, and to develop strategies that could be used to address the critical issues. The Committee started their deliberations with a review of current and projected demographic data, which had been prepared on a county-by-county basis. The impact of various demographic characteristics on the nature of library services to be offered was discussed at length. The Master Plan Committee considered factors such as population growth or decline, relative wealth or poverty, disparities in educational attainment, age distribution, and the existence of a large and growing Hispanic population.

The Committee also reviewed a series of charts comparing Nevada's relative standing on a variety of library input and output measures with national norms and the performance of other states. In addition, the group looked at internal and external factors affecting library services that are unique to Nevada. Included were specific political and administrative challenges related to Nevada's tax laws, the responsibilities of various Departments of Nevada State government in relation to libraries, and the relationships between and among these units of government.

The Committee then developed an initial set of strategic issues for the consultants to explore in greater detail with the public and with the library community. As part of the information gathering effort, the consultants made site visits to forty libraries including the administrative headquarters of all but two public libraries in the State (the consultants visited branch locations in those jurisdictions). They also visited three high school libraries, two elementary school libraries, one middle school library, four academic libraries, two special libraries, a library in a Youth Training (detention) Center, and several more public library branch locations.

A special effort was made to get into libraries in both urban and more rural/remote settings. For example, among the school libraries visited were high school facilities in Reno and Las Vegas as well as one in Ely. The academic libraries visited included the Great Basin Community College Library in Elko in addition to the Lied Library at the University of Nevada – Las Vegas and the Getchell Library at the University of Nevada - Reno.

In most instances, the consultants interviewed the director, head librarian, or library/media specialist either during the site or at a later date via the telephone. Over forty personal interviews were conducted.

Focus groups were conducted in fifteen locations throughout the State. Included among the focus group participants were high school students, retirees, members of library "Friends" organizations, college students, school administrators, youthful offenders, and library staff members. In total, nearly 100 (96) people shared their thoughts regarding the

future of library and information services in Nevada through the focus group process.

Members of the library community were given an additional opportunity to participate in the planning process through a web survey that the consultants mounted on their web site. NSLA informed library personnel throughout the State of the availability of the survey through a variety of listservs. Sixty-three individuals responded to the survey in less than two weeks' time. Descriptive questions included in the survey revealed that participants came from all sizes and types of libraries.

The information collected by the consultants through the site visits, interviews, and the focus groups were shared with the Statewide Master Plan Committee at their second meeting. Based on the data that was gathered, they refined their initial set of issues facing libraries over the course of the next five years. The web survey was used as a follow-up to gain additional insight into these issues from librarians in the field.

While it is impossible to know how much overlap exists between web survey respondents and those who participated in interviews and/or focus groups, a conservative estimate is that somewhere between 150 and 175 individual library users and library personnel contributed to the planning process in some way.

CRITICAL ISSUES FACING NEVADA'S LIBRARIES

The information that was collected enabled the Committee to narrow the list of issues into five major categories. They are:

- Equitable Access
- Raising Public Awareness of Libraries
- Increasing the Professionalism of Library Staff
- Preservation of Nevada's resources
- Library Leadership and LSTA

EQUITABLE ACCESS

While a case might be made for including funding at the top of a list of library issues for Nevada's libraries, especially those located in areas that are declining in population, it does represent a very real challenge that threatens their existence. The funding issue is a very real one for many, but not all, libraries in the State. The problem tends to be most severe for school libraries and for public libraries serving areas with declining populations. In some ways, the issue is a "hidden" one. Because support for the libraries in most of the highly populated areas is relatively good, the statewide average per capita support appears to be decent as well. The fact that the majority of the population resides in the urban areas masks the fact that several of the rural/remote areas are struggling to continue with dwindling financial resources drawn from a declining tax base.

All types of libraries must work together on the development of State programs and funding initiatives designed to ensure that all Nevadans have equal access to the information they need to be successful in school, at work, and in their personal lives. Helping Nevada's libraries find non-tax sources of revenues, such as grants offered by foundations, and assisting them in developing grant-writing and administration skills was also seen as an important task. Most Nevada libraries lack the staff skills and/or the staff time to pursue such opportunities.

Survey respondents identified "Grant/Funding Development Assistance" as being one of the most helpful things NSLA could do for libraries. It ranked third among fourteen potential services in terms of "helpfulness," beating choices like "Technology Consulting and Technical Assistance" and providing "Additional Electronic Databases."

The Master Plan Committee was of the opinion that the current situation demands new, innovative approaches to library services. An expansion of partnerships between and among library jurisdictions to achieve economies of scale, the consideration of more joint library ventures (shared library facilities), the creative use of technology to deliver information and library services to remote areas, and the development of new models of bookmobile service in rural areas were all seen as important.

RAISING PUBLIC AWARENESS OF LIBRARIES

“Developing and Carrying out a Public Awareness Campaign” received the highest rating on the web survey as a strategy for improving local libraries. It is telling that Public Awareness even outranked “Working with the Governor and Legislature on Library Issues” on the survey. This ranking mirrors the opinions expressed by the Master Plan Committee. The theme of public awareness repeatedly surfaced during the deliberations.

The large in-migration of new residents, the growth of various ethnic populations, and a lack of public understanding of how libraries are funded were among the topics that prompted a discussion of public awareness.

A lack of public understanding of the benefits that libraries offer was cited by many librarians in the field as contributing to problems ranging from underutilized electronic resources to inadequate funding. Both librarians and users agreed that libraries in Nevada are typically seen as individual entities rather than as a part of an organized system of information providers.

Individual libraries such as the Henderson District Public Libraries, Washoe County Library and the Las Vegas - Clark County Library District were seen as models within their respective service areas. However, most thought that similar efforts designed with a statewide audience in mind could be an effective tool in improving both services and funding.

A number of people pointed to the American Library Association’s “@ the Library” campaign and Utah’s efforts to publicize its online library (Pioneer) as examples of the kinds of things that Nevada should be doing.

INCREASING THE PROFESSIONALISM OF LIBRARY STAFF

This issue includes some unique aspects that commend its inclusion. The true motivation for this issue is the belief that all library workers need to be involved in a continuous process of professional development.

Many school librarians/media specialists in Nevada expressed strong feelings regarding certification and the establishment of minimum requirements for staff in all school libraries. While this issue appears to be considerably less important to academic, public, and special librarians, library staff from all types of libraries indicated significant interest in professional development.

Representatives of larger public libraries voiced concerns regarding the recruitment and retention of qualified staff. A number of smaller public libraries indicated that they were routinely faced with the challenge of finding qualified children's/youth services personnel. Survey results show that virtually all libraries recognize the importance of staff development in enabling their libraries to keep up with technological change.

Some members of the Statewide Master Plan Committee saw this issue as an opportunity to improve the professionalism of all library workers in part by drawing on talent that already exists within the State boundaries. Representatives of several larger libraries indicated that they believed their staff would benefit from participation in institutes as instructors. One commented that, "Those who teach also learn."

The involvement of talented library staff members with special skills as instructors was also seen as a way to break down some of the factionalism that currently exists between urban and rural libraries and between the library community in the north and in the south.

PRESERVATION OF NEVADA'S RESOURCES

The unique nature of documentary materials – one of a kind, unpublished records, papers, photographs, and the like, require a separate discussion on meeting the needs for collecting, arranging and describing, making accessible, and preserving archival and manuscript materials. These materials can be found in the Nevada State Library and Archives, the Nevada Historical Society, and the Special Collections Departments of the libraries of the two state universities, where budgets include funds for professional staff. Dozens of smaller institutions such as historical

societies, public libraries, art museums, historical parks and houses, churches, and cultural centers also have collections but few, if any funds for professional care.

The Nevada State Historical Records Advisory Board prepared a strategic plan for the state's documentary materials: *Preserving Nevada's Documentary Heritage, 1997-2005 - A Strategic Plan*. The Board found:

- 2/3 of records keepers found their records storage facilities unsatisfactory
- 80% reported a lack of fire suppression system
- Caretakers lack time, resources, information or expertise to recognize and solve their problems
- Caretakers are uneasy about electronic records – few realize that electronic records really are records
- Are unprepared to recover from disasters

In short, documentary materials are at risk in Nevada

LEADERSHIP AND LSTA

A combination of input from focus groups and discussions of the Master Plan Committee members identified improvement of the LSTA process should be a priority. It was clear that NSLA staff had already taken the recommendations of the LSTA evaluation report to heart and that they had given some real thought to how the process might be reformed to improve clarity, increase timeliness, increase participation by members of the library community and make the entire process less intimidating.

The Master Plan Committee was particularly interested in using the restructuring of the LSTA process as an opportunity to address a variety of other issues. For example, the use of peer grant reviewers was seen as a staff development opportunity as well as a mechanism to improve the library community's perception of the fairness of the process. Creating mechanisms that would encourage larger urban libraries to develop "model" projects that could potentially be replicated by smaller libraries under a mini-grant program was seen as a way of recognizing the needs of urban libraries while maintaining efforts to help the poorest libraries. Increasing clarity regarding partnerships

was seen as a way to increase the participation of school and academic libraries in the LSTA program.

In short, the Master Plan Committee approached the issue of the LSTA process as an opportunity to enhance cooperation between and among libraries and to better prepare librarians to compete in the wider grant/foundation arena.

NEEDS, GOALS, AND STRATEGIES

The critical issues raised above are identified as concerns because they impact the ability of Nevada's libraries to provide universal access to quality library and information services. Following are needs statements that specify the ways in which the issues impede the delivery of excellent services. The goals stated represent the areas that should be addressed using the federal Library Services and Technology Act (LSTA) funding administered by the Nevada State Library and Archives.

To the degree possible, these goals have been expressed in a way that reflects the impact that achieving the goal is likely to have on end users; that is, how the actions are likely to benefit the residents of Nevada.

Some potential strategies for achieving the goals have been included. These strategies are by no means all-inclusive. It is anticipated that these strategies will be refined and modified and that additional new strategies will be developed during the course of the implementation of the five-year master plan.

Finally, NSLA is committed to finding and employing "robust strategies;" that is, single actions or sets of related actions that will facilitate progress toward reaching multiple goals.

ISSUE: EQUITABLE ACCESS

NEED # 1

Some residents of Nevada lack quality library and information services.

GOAL # 1

All residents of Nevada will have access to quality information resources and the assistance of trained information professionals through a network of local libraries.

LSTA Goal(s) Supported:

Targeting library and information services to underserved urban and rural communities.

Potential Strategies:

- Encourage libraries and other agencies to extend and enhance local library services through the development of cooperative programs.
- Develop extensive access to library services for all Nevadans using both virtual and physical means.
- Work for stable and broad-based funding for library services.
- Educate Library Trustees and Friends to make them aware of the funding situation and potential solutions.

NEED # 2

Many Nevada libraries lack the financial resources to purchase and maintain the up-to-date technological and telecommunications systems needed to provide effective access to electronic resources.

GOAL # 2

All residents of Nevada will have convenient access to quality electronic information resources through up-to-date computers and high-speed Internet connections available at libraries.

LSTA Goal(s) Supported:

Paying costs for libraries to acquire or share computer systems and telecommunications technologies.
Helping libraries access information through electronic networks.

Potential Strategies:

- Use the financial “clout” of the State and of large libraries (urban libraries and major academic libraries) to achieve economies of scale.
- Develop extensive access to library services for all Nevadans emphasizing virtual means.
- Continuation/expansion of statewide and regional initiatives such as the Cooperative Libraries automated Network (CLAN), and cooperative database licensing.
- Development of a statewide technology plan.

NEED # 3

Potentially beneficial strategic partnerships between and among libraries and between libraries and other organizations are often not pursued because of a lack of experience with such joint ventures and a lack of seed money to experiment with collaborative projects.

GOAL # 3

All Nevada residents will be served by libraries that work together with other libraries and with other governmental, non-profit and for-profit organizations to offer high-quality library and information services in the most efficient manner possible.

LSTA Goal(s) Supported:

Establishing and enhancing electronic linkages among or between libraries.
Linking libraries electronically with educational, social or information services.
Encouraging libraries in different areas and different types of libraries to establish consortia and share resources.

Potential Strategies:

- Training programs for libraries in identifying potential strategic partners, evaluating potential partnerships, and managing collaborative relationships.

- Proactive efforts and incentives to encourage adequately funded libraries to enter into partnerships with less adequately funded libraries when significant benefits are possible.
- Encouragement and provision of grants and other incentives for participation in shared and linked information systems.

Need # 4

Currently, 13.2% of Nevada's population has special needs that require assistance for equitable information access.

GOAL #4

Assure equitable access to all individuals regardless of visual, physical or learning status.

LSTA Goal(s) Supported

Targeting library and information services to persons who have difficulty using a library.

Potential Strategies:

- Statewide public awareness campaign
- Provide access to information in alternative formats using adaptive technology, audio and Braille transcription, and supportive staff.
- Assist libraries to provide appropriate assistive technologies
- Provide information and training for library staff on assisting individuals with disabilities in libraries

ISSUE: PUBLIC AWARENESS**Need # 4**

Many residents of Nevada are unaware of the array of quality information resources and services that are freely available to them through publicly supported libraries.

GOAL # 4A

All residents of Nevada will be aware that libraries offer high quality information resources and services that are relevant to their lives and that can help them succeed in school, at work, and in the activities of their daily lives.

LSTA Goal(s) Supported

Targeting library and information services to persons who have difficulty using a library.

Potential Strategies:

- Statewide public awareness campaign.
- Ties into American Library Association's "@ the Library" campaign.
- Draw on the experience and successful public awareness efforts of some of Nevada's urban and suburban libraries.
- Support successful public awareness efforts of libraries serving a large percentage of Nevada's population.

GOAL # 4B

All residents of Nevada will be aware of the electronic finding tools and information resources available to them through libraries (both remotely and at library sites) and will possess the basic skills necessary to use these resources.

LSTA Goal(s) Supported

Targeting library and information services to persons who have difficulty using a library and to underserved urban and rural communities.

Establishing and enhancing electronic linkages among or between libraries.

Potential Strategies:

- "Branding" of libraries through shared/joint initiatives such as cooperative database licensing (modeled on Utah's "Pioneer" program).
- Targeted campaigns to raise awareness of electronic resources.

NEED # 5

Many teachers and other educators as well as students are unaware of the print and electronic resources available through libraries that can help them succeed in school.

GOAL # 5

All Nevada students, teachers, and other educators will be aware of the relevant print and electronic resources

available through libraries and will have the basic information literacy skills to access and use these resources.

LSTA Goal(s) Supported

Linking libraries electronically with educational, social, or information services.

Targeting library and information services to persons who have difficulty using a library and to underserved urban and rural communities.

Potential Strategies:

- Training and awareness campaign aimed at teachers and other educators.
- Increased collaboration between public and academic libraries related to information literacy training and specific training in the use of electronic databases.

NEED # 6

Many members of Nevada's growing communities have diverse cultural and socio-economic backgrounds unfamiliar with the nature and range of library and information services available to them.

GOAL # 6

Nevada's diverse communities will be aware of library and information services and will be served by libraries that address the language barrier and offer the assistance and/or training they need to effectively access and use library and information resources.

LSTA Goal(s) Supported

Targeting library and information services to persons who have difficulty using a library and to underserved urban and rural communities.

Potential Strategies:

- Encouragement and incentives for development of multi-lingual staff in libraries.
- Increased use of Hispanic and other media outlets to promote library services and resources.
- Improved outreach to geographically and economically isolated populations.

NEED # 7

Part of Nevada's library populations lack basic reading skills and information literacy skills when they attempt to access services.

GOAL # 7

Nevada's libraries will be equipped to provide literacy programs relevant to their communities to address the literacy barriers and offer the assistance and/or training needed to effectively access and use library and information resources.

LSTA Goal(s) Supported

Targeting library and information services to persons who have difficulty using a library and to underserved urban and rural communities.

Potential Strategies:

- Encourage the development of pre-K literacy and family literacy programs in libraries.
- Support library programs to utilize community partnerships with other literacy organizations
- Promote activities that enhance the literacy skills of people of all ages and that promote reading.

ISSUE: INCREASING THE PROFESSIONALISM OF LIBRARY STAFF

NEED # 8

The constantly changing nature of library and information services demands that library staff (at all levels) continually update and upgrade their skills.

GOAL # 8

All residents of Nevada will be served by libraries that are staffed by competent and professional workers who employ the up-to-date resources and highly effective methods to deliver high-quality service.

LSTA Goal(s) Supported:

Establishing and enhancing electronic linkages among or between libraries.

Helping libraries access information through electronic networks.

Targeting library and information services to persons who have difficulty using a library and to underserved urban and rural communities.

Potential Strategies:

- Conducting multi-day “Institutes.”
- Utilizing the expertise of in-state librarians in continuing education efforts.
- Inclusion of educators (such as teachers and school administrators) as well as librarians from all types of libraries in continuing education/training events when topic is relevant.
- Inclusion of (or specific sessions designed for) paraprofessional and clerical workers.
- Greater use of distance learning technologies including videoconferencing, web-based instruction, etc.
- Consideration of mobile training facility.

ISSUE: PRESERVATION OF NEVADA’S RESOURCES

NEED # 9

The documentary and historical materials unique to Nevada are at risk.

GOAL # 9

Nevada’s people and governments will share responsibility to preserve, protect and make our unique documentary heritage available.

LSTA Goal(s) Supported:

Linking libraries electronically with educational, social, or information services.

Establishing and enhancing electronic linkages among or between libraries.

Potential Strategies:

- Develop training for libraries and other information institutions in basic archival skills
- Develop methods to provide standardized, coordinated access to Nevada's unique materials
- Promote disaster plan preparation for Nevada libraries.

ISSUE: LIBRARY LEADERSHIP AND LSTA

Need # 10

Nevada's libraries represent many different types of communities, populations and areas.

GOAL # 10

Strengthen Nevada's libraries through state level leadership, library advocacy, coordination and planning.

LSTA Goal(s) Supported

Encourage libraries in different areas and different types of libraries to establish consortia and share resources

Potential Strategies:

- Provide state level leadership for Nevada libraries
- Provide specialized support services to supplement and reinforce local library programs, services and operation

Need # 11

Many in Nevada's library community view the LSTA competitive grant process as difficult to understand and intimidating.

GOAL # 11

Nevada libraries of all types and sizes will view the Library Services and Technology Act program as an accessible and important program that contributes to the vitality of local libraries and improves the overall quality of library and information services available in the State.

Potential Strategies:

- Involve a greater percentage of the library community in the review of competitive grants.
- Proactive involvement of NSLA with libraries (especially larger libraries with greater staff and support resources) to encourage the submission of “model” grants that have the potential to be replicated under a “mini-grant” program.
- Ensure promotion of LSTA model projects and other successful LSTA programs.
- Recognition of the unique needs of both urban and rural libraries.
- Regular review and restatement of LSTA priorities through updating of the Master Plan.

Stakeholder Involvement and Communication

The Nevada State Library and Archives (NSLA) will continue to use the State Council on Libraries and Literacy as the mechanism to provide advice and feedback on the LSTA program. Librarians and library users are represented on the Council under the terms of the Nevada Revised Statutes (NRS 380A.041). As a part of each Council meeting, time is designated public input, where other persons interested in the LSTA program may make comments and suggestions.

Membership on the Council includes representatives of public and other types of libraries, library trustees and the users of libraries. These members of the Council are appointed by the Governor to serve three year terms. The Council meets at least two times a year - a 2-day meeting in the spring and a 2-day meeting in the early fall.

The mission of the State Council on Libraries and Literacy is:

- To foster and further the establishment and proper maintenance of superior libraries and literacy programs. To promote the acquisition of resources, facilities, professional staffs and auxiliary personnel fully to support library and literacy services. The Council's purview under the Nevada Revised Statutes allows for the overview and study of existing library facilities, literacy services, resources and services and for the formulation of recommendations to strengthen and expand these components.

In order to address the mission, the Council advises the State Librarian on the following: development of the long-range plan; program administration policies; annual grant criteria, priorities, and categories; the process and calendar for each year; and grant applications and recommendations for grant awards.

The LSTA program will continue to be available to librarians and library users alike. The Nevada State Library and Archives publishes information on the LSTA program in both print and electronic formats. LSTA has a significant presence on the department's website. Information is routinely disseminated via email lists to school and public libraries. The LSTA application forms are revised annually as is the publication, *LSTA Program Guidelines*. It is distributed to potential applicants and all those interested in the program. It is also posted on the LSTA website. All the above items are available on the website. As in the past, NSLA will provide statewide training/information programs for potential grant applicants.

NSLA will review additional ways to involve key groups and individuals in LSTA decision making process. The State Librarian will continue to use the semi-annual Library Directors meeting to solicit suggestions and recommendations. Also to continue is the LSTA annual survey; but, it may be expanded to additional library outlets and users.

Monitoring

Monitoring the implementation of the plan and strides taken to meet the goals listed will be the responsibility of the Nevada State Library and Archives (NSLA). NSLA has a formal process for monitoring sub grant programs in the state.

Individual programs and projects will be reviewed based on several factors. Project directors are required to submit semi-annual narratives, reimbursement requests, quarterly financial reports, and final summary reports. Project directors will also be contact by NSLA staff throughout the year. Contact may be by telephone, email or site visits. Site visits will be concentrated on projects which require additional assistance and to gather more information about grant procedures from various levels in the grant process.

Successful implementation of this plan will be monitored and assessed as part of the five year evaluation process of the LSTA program.

Evaluation

Evaluation of funded projects will have two components:

(1) Output measures and financial performance

The Nevada State Library and Archives requires reporting of output measures and financial information on its programs. The output targets for the grants will continue to be developed with each grant project submitted and funded. The process in Nevada is broad based and allows projects to be developed to meet a variety of local needs. Because of this factor, targets will not be set in this plan. All grant programs must report the following information quarterly, in a semi-annual report and with an annual report:

Financial Status Report - reports of grant disbursements and/or encumbrances;

Other required reports for individual projects (such as narrative reports or audits) may vary and are included in the full project descriptions.

(2) Outcome Based Evaluation

It was noted in the LSTA Evaluation for Nevada that outcome or impact information for projects had not made it's way into the project final reports. This type of information will be valuable to the agency for program development and also to the library community to understand the significance of these programs to the people of Nevada.

The NSLA staff has attended the outcome based evaluation training offered by the Institute of Museum and Library Services (IMLS) and have presented introductory workshops on outcome based evaluation. Through the Continuing Education program, two programs on outcome-based evaluation were presented. One program was presented in northern Nevada the other in southern Nevada. Outcome based evaluation plans will be implemented for all LSTA funded programs over the period of this five-year Plan. Outcome measures will be developed and reported for each project as this method of evaluation is implemented. The following timeline shows the targets for the implementation of outcome based evaluation.

Year	Type of Project	% Projects reporting outcome measures
2003	Statewide Projects	40
2003	Continuing Projects	30
2003	Local Projects	25
2004	Statewide Projects	60
2004	Continuing Projects	50
2004	Local Projects	40
2005	Statewide Projects	75
2005	Continuing Projects	60
2005	Local Projects	60
2006	Statewide Projects	80
2006	Continuing Projects	70
2006	Local Projects	65
2007	Statewide Projects	90
2007	Continuing Projects	85
2007	Local Projects	75